

ASHEVILLE CITY PLAN - 2025 IMPLEMENTATION MATRIX *Status Update July 2009*

Part 1 - LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	IMPLEMENTATION STEPS
LAND USE			
Goal I. The City should pursue compatible adaptive reuse and infill development in order to actively promote appropriate development and redevelopment within the City and its ETJ.			
Strategy 1. The City, to preserve architectural diversity and protect neighborhood viability, should promote adaptive reuse of vacant/underutilized structures, while ensuring that neighborhood compatibility and public safety goals are met.	Planning and Development	Ongoing	Adopted adaptive reuse overlay guidelines, however these are currently unused. Raising compliance threshold to 75%.
Strategy 2. The City should actively promote infill development through property owner education and market-based regulatory solutions in order to address the tax equity, tax base enhancement, and Smart Growth development goals of the City.	Planning and Development	Ongoing	Have not done.
Strategy 3. The City should continue to use flexible development standards to enable infill lots to meet development standards. These standards should be revised as necessary to address the development of infill lots.	Planning and Development	Ongoing	The City continues to use flexible development standards. They have not, to date, been amended because of their success and overall satisfaction on the part of City staff and the development community.
Strategy 4. The City should amend development standards to permit/require more intense mixed-use development at underdeveloped commercial nodes where excess public facilities exist.	Planning and Development	2003-2005	Adopted urban residential and urban place zoning guidelines to encourage mixed use or urban-formed districts and to allow for more intense development.

Strategy 5. The City's economic development incentive program should be reviewed to determine if incentives can be offered for infill development along commercial corridors and at commercial nodes identified as key areas for infill development.	Economic Development Planning and Development	2004	See Strategy 4 above.
Strategy 6. Through the City's Economic Development office, identify and market brownfield sites, giving preference to the development of these sites.	Economic Development Office	Ongoing	See Strategy 4 above.
Strategy 7. Permit lots as originally platted to be developed provided they meet access requirements and the development would be in harmony with the character of the neighborhood.	Planning and Development	2004-2005	Already a part of City practices. The City did adopt zoning ordinances that allow duplexes to be built on land zoned for single-family homes.
Strategy 8. Provide incentives for the development of infill lots. These incentives could include a waiver or reductions of permit fees, elimination of excessive requirements, and expedited review.	Planning and Development	2004-2005	The City does not currently do this.
Strategy 9. Identify infill opportunities and make this information available to interested developers. The information could include identification of properties available for infill, incentives for development of these properties, and development/design standards.	Economic Development Planning and Development	2004 and ongoing	Did through an extensive RFP/RFQ process that identified city-owned land that could be sold for development.
Strategy 10. Provide assistance and incentives for compatible redevelopment in older neighborhoods. The assistance and incentives could include waiver of permit fees, improvement of infrastructure and/or amenities, and making surplus City-owned land available for development.	Planning and Development	2004 and ongoing	Have not provided assistance or incentives for compatible redevelopment in older neighborhoods. However, the City is making surplus land available for development (see Strategy 9).

<p>Strategy 11. Permit more intense development in some areas. Areas identified for more intense development could include transit nodes, underdeveloped areas where excess public facilities exist, areas proximate to the Central Business District and targeted infill areas. Development should be in accordance with infill design standards tailored to single family and multi-family residential, mixed-use, commercial, and industrial areas.</p>	<p>Planning and Development</p>	<p>2003 and ongoing</p>	<p>Have applied Urban Village/Urban Place zoning in appropriate places. In all cases, residents or property owners have voluntarily rezoned their properties.</p>
<p>Strategy 12. Provide density bonuses as a stimulus for infill development. Density bonuses should be provided for work force affordable housing, targeted infill areas, areas where excess public facilities exist, and brownfield sites. Development should be in accordance with design standards tailored for the areas.</p>	<p>Planning and Development</p>	<p>2003-2004</p>	<p>The City offers an exceptional development bonus and staff are developing Brownfields and affordable housing bonus components.</p>
<p>Strategy 13. Promote the advantages of infill development to developers and neighborhood groups. This can be done through presentations at regular meetings of these groups and at special workshops.</p>	<p>Planning and Development</p>	<p>Ongoing</p>	<p>Planning staff regularly hold neighborhood meetings to update residents and property owners on development opportunities.</p>
<p>Strategy 14. Working with other City departments, develop plans and policies for the enhancement and strengthening of existing neighborhoods. Address infrastructure improvements, amenities (parks, streetlights, landscaping, etc.), crime prevention, litter control, and code enforcement, and seek ways to protect the neighborhoods from inappropriate non-residential encroachment. Neighborhoods specifically identified for this planning effort are Shiloh, Montford, Burton Street, the east River Road area and East End.</p>	<p>Planning and Development</p>	<p>Shiloh and Montford 2004</p> <p>Mission St. Joseph's Area and Burton Street 2005</p> <p>East River Road and East End 2006</p>	<p>Planning staff have been working with the Shiloh neighborhood to develop their neighborhood plan. They have also worked with the Burton neighborhood to implement the Weed and Seed program and the South French Broad neighborhood on their neighborhood visioning plan.</p>

Strategy 15. The City should permit duplexes and other low intensity multifamily dwellings meeting design and separation requirements as a use by right subject to special requirements in single family zoning districts.	Planning and Development	2003-2004	See Strategy 7. Are looking to expand program to tri-plexes.
Strategy 16. Appropriately scaled non-residential uses that serve residents of neighborhoods should be permitted in appropriate locations.	Planning and Development	Ongoing	Have not advanced much.
Strategy 17. The City should have an aggressive program for the demolition of deteriorated and condemned structures in order to make land available for infill development.	Building Safety Planning and Development	Ongoing	Little progress.
Strategy 18. Enhance land use compatibility within specific neighborhoods by such methods as creation of large lot or rural zoning districts, neighborhood conservation overlay zones, and similar measures.	Planning and Development	2003-2005	Have adopted standards for neighborhood conservation overlay districts, but have not applied this to any areas of the City.
Strategy 19. Work with neighborhood groups to identify nuisance concerns and develop strategies to address these concerns on a priority basis.	Planning and Development Police Public Works	Ongoing	Developed the Weed and Seed program in the Burton neighborhood. Also, created the Neighborhood Coordinators position.
Strategy 20. Identify infill lots suitable for community gardens and similar open space uses.	Planning and Development Parks & Recreation Public Works	2004-2006	Under consideration now.
Goal II. Implement a new urbanist development pattern along selected commercial corridors and in infill areas where appropriate.	Planning and Development	Ongoing	
Strategy 1. Develop new zoning districts and development template requirements necessary to implement a new urbanist development pattern; apply these districts and development templates to selected commercial corridors.	Planning and Development	Ongoing	The City now has Urban Village/Urban Place zoning standards, as well as Neighborhood Corridor Districts. Concerns have been raised about certain design aspects of the Urban Village Zoning.

Strategy 2. Develop a new zoning district or zoning technique that will allow infill development to take advantage of new urbanist development principles where appropriate.	Planning and Development	2003-2004	Conditional zoning now allows for case-by-case zoning practices. Allows for specified infill development.
Strategy 3. Promote wider use of the Urban Village zoning district by identifying sites where it may be appropriate and directing developer interest to those sites.	Planning and Development	Ongoing	Have rezoned several sites to the Urban Village zoning label. Best example is the Biltmore Town Centre. Zone being evaluated.
Strategy 4. Continue to look for opportunities to expand the boundaries of the Central Business District to areas appropriate for that type of development.	Planning and Development	Ongoing	Expanded the CBD zoning area a little south onto the South Slope District. May consider limited expansion to the north.
Goal III. The City should permit and encourage transit supportive density (8-16 units per acre minimum) along and adjacent to major corridors and at logical transit nodes.			
Strategy 1. Consider the development of a flexible zone that would permit higher density at appropriate locations within a five minute walk of transit stops. The higher density development should be in accordance with design standards tailored for these areas.	Planning and Development Transit	2003-2005	Current zoning practices already allow for this to occur. Considering transit overlay zoning areas but these are not very far along.
Strategy 2. Require the provision of transit shelters in new commercial, office, mixed use, and industrial developments that are of sufficient size to attract transit ridership including larger residential development containing a minimum density of 8 units per acre.	Planning and Development Transit	2004	Address most of this strategy through the Conditional Zoning practices, especially if City staff can prove the transit stop will be highly used.

Goal IV. The City should revise its development standards for primary corridors to ensure that the corridors are developed in an urban manner.			
Strategy 1. Development standards should be prepared for the primary corridors that address the need to increase density along the corridors. The standards should provide incentives for mixed-use development that incorporates residential uses.	Planning and Development	2003-2005	There are transit corridor overlay standards that are currently a work in progress.
Strategy 2. Minimum setbacks (or “build-to” lines) should be required, with buildings permitted to front on the street.	Planning and Development	2003-2005	Urban zoning districts have build-to lines, and this is allowed in other areas. Pedestrian oriented design allows you to build up to the edge of the property.
Strategy 3. Prepare design guidelines for corridor development. Guidelines should promote an urban style (multi-story, pedestrian oriented) of architecture along the corridors.	Planning and Development	2003-2005	Urban zoning districts have build-to lines, and this is allowed in other areas. Pedestrian oriented design allows you to build up to the edge of the property.
Strategy 4. Look for opportunities to create “transition points” where land use character changes (e.g., a roundabout or entry marker where a commercial area stops and a neighborhood begins or the transition from one neighborhood to another).	Planning and Development	2003-2005	Since 2002, the City has built in roundabouts on College Street near City/County Plaza and Biltmore Town Centre. Also, there are now entry markers in the Clingman/West End neighborhoods.
Goal V. The City should encourage the construction of affordable housing throughout the community.	Planning and Development	Ongoing	
Strategy 1. The City should provide administrative density bonuses for affordable housing in all zoning districts subject to design standards that ensure compatibility with the neighborhood.	Planning and Development	2003	Density bonuses are now offered through the exceptional design standards. The developers also get a higher bonus if they have a certain percentage of affordable housing.
Strategy 2. The City should provide incentives for the inclusion of affordable housing in mixed use developments along corridors.	Planning and Development	2003-2004	Incentives are provided through density bonuses and fee-rebate programs.

Strategy 3. The City should pursue legislation authorizing local development standards to require the inclusion of affordable housing in larger residential development. Density bonuses should be provided as a trade off for the inclusion of affordable housing.	Legal Planning and Development	When legislative change allow	No legislative action to date.
Strategy 4. The City should revise its standards to provide for administrative approval of density bonuses for affordable housing.	Planning and Development	2003	Density bonuses are now offered through the exceptional design standards. The developers also get a higher bonus if they have a certain percentage of affordable housing. See also, Green Building sections.
Goal VI. Where appropriate, the City should pursue statutory authority for a greater variety and range of development tools in order to actively promote development and redevelopment within the City and its ETJ.			
Strategy 1. The City should pursue statutory authority for tax increment financing and selectively implement this development tool in neighborhoods like West End Clingman (WECAN) where significant public investment is necessary to correct deficiencies in public infrastructure pursuant to a redevelopment plan.	Legal Economic Development Planning and Development	When legislatively allowed	The State legislature now has the authority for statutory tax increment financing. The City is now considering tax increment for projects on a case-by-case basis but have not had many projects that have had a large enough scope to support such a financing plan.
Strategy 2. The City should pursue statutory authority for transfer of development rights in order to provide an opportunity to protect environmentally sensitive areas, scenic lands and farmland through a market-based regulatory incentive program.	Legal	When legislatively allowed	To date, no legislative authority for this.
Strategy 3. The City should further investigate the benefits of land value taxation, and, if deemed appropriate for our local situation, pursue statutory authority for the application of a land value taxation system for properties within the City.	Legal and Finance	When legislatively allowed	To date, no legislative authority for this.

Strategy 4. The City should pursue statutory authority for mandatory design review for areas other than local historic districts in order to promote a Smart Growth development pattern by overcoming land use compatibility objections.	Legal and Development	Planning	When legislatively allowed	To date, no legislative authority for this.
Goal VII. The City of Asheville should assure that it continues to serve as the regional commercial center for western North Carolina by providing opportunities for the location of large commercial uses within the City.				
Strategy 1. The City should identify appropriate areas for the location of large commercial uses. These areas should be adequately served by public services, particularly transportation and public transit, be easy to access from the interstate highway system, and have vacant areas or areas with potential for redevelopment as regional shopping venues. Compatibility with existing and proposed infrastructure and potential impacts on neighborhood and natural resources should be additional factors in determining the locations appropriate for these uses.	Planning and Development		2002-2005	City staff do this through basic zoning practices. As the city annexes new properties, City staff applies the necessary zoning codes or labels.
Strategy 2. The City should refine its development guidelines for large retail uses to ensure that the site and building design for these uses are reflective of the natural and architectural heritage of Asheville.	Planning and Development		2003-2005	There are now new standards for big box retail that holds them to higher design standards.
Goal VIII. The City should enhance its role as western North Carolina's regional medical and education center.				

Strategy 1. The City should work with Mission-St. Joseph's Health System in the implementation of the Health System's Master Facilities Strategic Plan.	Planning and Development	Ongoing	Have done a number of reviews of any building that Mission-St. Joseph's has proposed to build. Currently working with the hospital system to find solutions to their parking shortage.
Strategy 2. The City should continue to work with Mission-St. Joseph's Health System and other area property owners in the development and implementation of a streetscape plan for Biltmore Avenue from I-40 to Downtown.	Transportation Planning and Development	Ongoing	Unaware if any actions have been taken.
Strategy 3. Working with Mission-St. Joseph's Health System and other property owners in the area, the City should prepare a small area plan for the area around and including the Health Center to address the need for the location of medical and medical-related land uses in this area.	Planning and Development	Ongoing	Development of these uses should respect the surrounding residential neighborhoods. Have not done.
Strategy 4. The City should coordinate with the University of North Carolina-Asheville in the implementation of the UNCA Campus Master Plan.	Planning and Development	Review of all building plans ongoing.	The City of Asheville is partnering with UNCA to sponsor classes in downtown Asheville, furthering the University's goal to increase its presence in downtown.
Strategy 5. Working with UNCA and the surrounding residential neighborhoods, the City should develop plans and policies to address the needs of the campus and of the surrounding neighborhoods.	Planning and Development	Ongoing	Have not done.
Strategy 6. The City should work with Asheville-Buncombe Technical Community College (AB Tech) to address the expansion needs of the college.	Planning and Development	Ongoing	Staff conducts review of any new building AB Tech proposes.
Strategy 7. Provision of improved access to AB Tech should be considered during the development of the Riverside Parkway.	Planning and Development	2003-2004	Has not been done.
Goal IX. The City should ensure that the environmental quality and natural beauty of the area is protected as tracts of undeveloped land are subdivided and/or developed by providing alternative templates for that development.			

Strategy 1. Incorporate conservation/open space design standards into the City's subdivision regulations. This alternative design template should be available to all subdivisions and required for those above a certain size and/or proposing development of sensitive lands (steep slopes, unique natural features, wetlands and flood plains, etc.).	Planning and Development	2003-2004	Have new open space standards for projects over a certain size. Also, staff revamped the steep slope building guidelines.
Strategy 2. The City should identify sensitive areas and steep slopes that should be treated with caution during development and prepare additional regulations that promote their protection while reasonably respecting private property rights; such regulations may include transfer of development rights.	Planning and Development	2003-2004	Staff revamped the steep slope development guidelines. There are also new regulations surrounding the development in the river district.
Strategy 3. The City should revise its standards to permit clustering of buildings in residential developments in order to avoid steep areas, ridgetops, wetlands, and other sensitive areas.	Planning and Development	2003	Covered under the re-writing of the steep slope development standards.
Strategy 4. Revise the City's open space standards to require the incorporation of more well-defined open space into the City's land use pattern. Provide an option for the payment of a fee-in-lieu-of providing open space in developments.	Planning and Development	2003-2004	Accomplished both aspects of this strategy when the City adopted the new standards for open space development in 2006.
Strategy 5. The City's open space standards should require the connection of open space areas where feasible and logical.	Planning and Development	Ongoing	Not addressed directly, though the City adopted standards reducing open space requirements if connected to parks or other sources of open space.
Strategy 6. The City should develop a resource conservation zone that provides incentives for the protection/preservation of important natural resources during the development process.	Planning and Development	2003-2004	Not addressed directly, however hillside development and open space standards promote incentives for property and conservation easements.

Strategy 7. The City should develop an “estate” zoning classification requiring very large lots to apply to selected areas when such a development pattern is already a part of the neighborhood or to protect critical environmental or open space areas.	Planning and Development	2003-2004	Has not been done.
Goal X. The City should assure that as land is developed or redeveloped, provision is made for access by various means of transportation.			
Strategy 1. The City should revise its subdivision regulations to require pedestrian and, where feasible, vehicular connections within the subdivision and between the subdivision and adjacent property.	Engineering Planning and Development	2004	The City now requires pedestrian/vehicular connections. Looks for this when the project is under review.
Strategy 2. When development is proposed along an existing or future transit route, the City should require the construction of a transit stop or shelter as part of the development.	Planning and Development Engineering Transit	2003-2004	Conditional zoning now allows City staff to require the building of such a transit stop or shelter.
Strategy 3. The City should continue to require sidewalks or other pedestrian walkways in all new development.	Engineering	Ongoing	The City continues to require the construction of sidewalks or pedestrian walkways.

Goal XI. The City should work with property owners, institutions, and public and private agencies to enhance the streetscape along streets and roads in the City.			
<p>Strategy 1. The City should prepare streetscape design plans to serve as a guide for development and treatment of the City's streetscapes. Plans should be done for the City's strategic areas, such as Downtown, the river district, historic districts, and urban and neighborhood corridors. The streetscape plans should work to beautify these areas, reduce the environmental impacts of development, encourage pedestrian activity, and uniquely identify these areas.</p> <p>The streetscape design plan should provide:</p> <ul style="list-style-type: none"> * An inventory of street trees. * Schedule and policy for replacing street trees. * Streetscape design templates for different areas/categories of streets. * Appropriate setbacks and building heights for different areas/categories of streets. 	<p>Planning and Development</p> <p>Public Works Engineering Parks and Recreation</p>	<p>2004-2006</p>	<p>The only streetscape design standards are in the Downtown Area. They continue to be used/referred to but they have not been expanded to other areas of the City.</p>
<p>Strategy 2. The City should reevaluate how the public right-of-way is used. As part of this reevaluation, the following should be considered:</p> <ul style="list-style-type: none"> * Revision of the City's engineering standards to require street trees between the street and the sidewalk. 	<p>Engineering</p> <p>Public Works</p>	<p>2003-2004</p>	<p>*The ideal design for a sidewalk is a five-foot sidewalk with a five-foot utility strip between the sidewalk and the street. While the five-foot gap could be used for trees, it is typically used for water and electricity lines, therefore making tree planting unrealistic. Therefore, as a compromise, the trees go between the sidewalk and the buildings. Sometimes a five-foot utility strip is not feasible, at that point the sidewalks are wider and trees can be incorporated in the sidewalk design. However, at that point the sidewalks must still meet ADA approval.</p>

* Permitting on-street parking on most streets.			On-street parking is the best traffic calming tool, therefore the engineering department encourages this as much as possible.
* Eliminating private use of the public right-of-way unless approved through a process that evaluates the public costs and benefits of such use.			The engineering department attempts to stay involved in these processes on a daily basis. Overall, this strategy is an ongoing process, not limited to a timeline.
Strategy 3. Preserve and reuse historic materials in public works projects.	Public Works	Ongoing	Public Works routinely salvages and stores granite curbing, brick pavers, paving stones, or any other historic material which may be useful in repairing infrastructure in historic districts. There is an adequate supply of such material.
Strategy 4. As new development is proposed, encourage/provide incentives for developers to incorporate streetscape terminating vistas (public art, buildings) as part of their developments.	Planning and Development Parks and Recreation	Ongoing	Has not been done.
Strategy 5. The City should work with businesses, residents, and community organizations to develop a sense of community pride and support of efforts to control litter.	Public Works	Ongoing	In conjunction with GreenWorks (including Adopt-A-Street), RiverLink, C.A.N. and myriad HOA's, Public Works, Sanitation Division actively participates in all community clean up efforts, primarily via collection (typically bagged, piled up along the clean-up route), transportation and disposal of wastes. In hard-to-reach dump areas, we have aided in removing waste (such as old refrigerators in a ravine, etc.) via heavy equipment and/or expertise. Also, Buncombe County waives tip fees for such community efforts.
Strategy 6. The City should work with NCDOT to identify gateway areas and develop a streetscape/landscape plan, including signage, for each gateway that emphasizes each area as an important entrance to the City.	Planning and Development Engineering	2003-2006	Has not been done.

Strategy 7. The City should work with local artists and community organizations to incorporate public art throughout the City of Asheville.	Parks and Recreation	Ongoing	We now have a public art program.
Strategy 8. The City should work with utility companies to bury overhead utility lines as funding becomes available.	Public Works	Ongoing	Public Works staff, working with Progress Energy, can quickly prepare estimates for areas or corridors deemed by City Council to be a project of interest. For example, DPW and PE prepared an estimate to bury lines along Merrimon Avenue (over \$10M), which to date
Strategy 9. The Planning and Development staff should continue to work with the City's Urban Forester on better selection, placement, and care of street trees.	Planning and Development Public Works	Ongoing	Still ongoing. Currently, Planning and Development staff and the Urban Forester are looking at changing the landscape standards to make it easier to plant trees.
Strategy 10. The City should develop an ordinance requiring tree pruning to be done according to accepted professional standards and practices.	Public Works Planning and Development	2004	Chapter 20, Section 20-21 of the City of Asheville Code of Ordinances gives specific authority to the Public Works Director to regulate tree trimming and pruning within its rights-of-way. Public utilities who trim in such rights-of-way are also proscribed to follow ANSI-300 specifications for pruning. ANSI-300 is a national standard used by professionals all over the U.S. The City (staff) currently has no authority to regulate tree pruning or removal on private property (with the exception of Historic Districts). If it is the desire to regulate all trees located within the corporate limits of Asheville, then the ordinance would need amending PLUS additional staff resources (to regulate such activities).

Goal XII. The City should assure that new development and redevelopment is of high quality, complementing and adding to the character of the City of Asheville.			
Strategy 1. Revise standards to require connectivity between parcels and development projects. Connectivity should include vehicular connections, frontage or service roads, alleys, and/or pedestrian connections.	Engineering Planning and Development	2003-2005	City staff currently only reviews connectivity for projects over a certain size.
Strategy 2. Establish standards for building orientation through the development of building templates that address build-to lines and site relationships.	Planning and Development	2003-2005	Have done in the Urban zoning districts.
Strategy 3. Develop design templates for structures that promote contextual design.	Planning and Development	2003-2005	Have done in the Urban zoning districts.
Strategy 4. Through revision of development standards, the City should eliminate the opportunity for suburban development in urban settings.	Planning and Development	Ongoing	Revised CBD and Urban districts zoning now blocks suburban development in urban settings.
Strategy 5. The City should identify areas for development focus, identifying and establishing standards for the type of development appropriate for the areas.	Planning and Development	Ongoing	City staff identifies these areas in basic zoning practices.
Strategy 6. The City should develop design standards for multi-family structures and non-residential uses in single family areas.	Planning and Development	2003-2004	See Strategies 7 and 12 of Goal One.
Strategy 7. The City should develop plans, programs, regulations and incentives for upgrading developed sites to meet new development standards.	Planning and Development	2003-2005	Has not been done.
Goal XIII. The City of Asheville should initiate discussions about the future land use pattern outside the City's jurisdiction with the appropriate local governments and independent authorities in order to promote and implement Smart Growth development concepts in this area.	Planning and Development	Ongoing	Continue to discuss any land use issue with the appropriate County staff members.

TRANSPORTATION			
Goal I. The design of streets and highways should be consistent with the economic goals of the City of Asheville and should be compatible with the physical character of the community.			
Strategy 1. Implement the road design concepts, as described elsewhere in this plan, for all new corridors and for any significant remedial expansions and improvements to existing corridors.	Engineering	Ongoing	Engineering department will do this every time there is a new development. Typically these developments and road designs will be in residential neighborhoods.
Strategy 2. Road design should be “user-friendly” and attractive, including, but not limited to such items as: directional signage should be prominent and clear; interstate security fencing should use black-coated chain link and landscaping to hide the fencing; and intersection “fixes” should avoid such mandatory merge movements such as the eastbound merge onto Tunnel Road from I-240.	Engineering	Implementation unlikely	The NCDOT controls the intersections such as Eastbound merge onto Tunnel Road from I-240 as well as the type of security fencing surrounds the interstates. Therefore, it is highly unlikely that either of the goals of this strategy will be met.
Strategy 3. Interstate roads should incorporate local construction materials and native landscaping into new corridors and any significant expansions to existing corridors; examples include: stone-faced overpasses; median landscaping; and landscaping of both sides of noise walls.	Planning and Development Engineering	Difficult	The engineering department can, and does, encourage the NCDOT to consider implementing the goals of this strategy, however, like the strategy before, this falls under their jurisdiction and therefore limits how much City staff can do to accomplish this goal.

Strategy 4. Where possible and desirable, median design should offer opportunities for vertical separation of opposing lanes of travel.	Engineering Planning and Development	Ongoing	Unaware if any actions have been taken.
Strategy 5. When not precluded by physical constraints, median design should be landscaped with both trees and shrubs. Creative design measures should be undertaken to overcome routine physical constraints such as median width limitations; a good example of such creative design is the median in the I-240 “cut” through Beaucatcher Mountain that creates an elevated landscaped median using a Jersey barrier design.	Engineering Planning and Development	Ongoing	The engineering department attempts to use trees and shrubs in interstate medians, but are once again limited by the NCDOT's jurisdiction of these roads. They are putting this strategy into practice when able to within their jurisdiction, an example being the redone median on College St. between Spruce St. and Charlotte St.
Strategy 6. New billboards should not be allowed along any road corridors and existing ones should be amortized and removed unless adjacent to federal aid primary highways.	Planning and Development Legal	Ongoing	New billboards are not allowed within the City unless others are taken down. Ameritization prevented by negotiated agreement with the outdoor advertising agency, which will expire in the next couple of years.
Strategy 7. Develop a comprehensive street classification system that includes long range goals for street width, development type, building setbacks, parking placement, and areas for right-of-way reservation.	Engineering Planning and Development	2004-2005	Has not been done on a City level. The State has a classification system that covers some of the City's streets, but the City itself has not developed a classification system. There is an attempt at some classifications in the new Standards and Specs manual currently under review.
Strategy 8. City staff should perform regular evaluations of the area road network in order to determine whether the City should assume maintenance of state roads.	Engineering Public Works	Ongoing	The engineering department does this as part of its daily routine, especially when there is a new annexation. At that time, the department will initiate conversations with the NCDOT to decide which roads will come under the City's jurisdiction.

Strategy 9. Formal proposals should be presented to the NCDOT offering to accept certain state roads if specific one-time improvements are made.	Engineering Public Works	Unlikely	While City staff has the ability to have these conversations, they don't happen that often and even if they did, there would likely be little success because of the monetary investment that would have to be made on the part of the State.
Strategy 10. Regularly evaluate the appropriateness of assuming maintenance of State roads annexed into the City.	Engineering Public Works	Ongoing	See Strategy 8 above.
Goal II. Develop a system of sidewalks, greenways and bicycle facilities that will make Asheville a more walkable and more livable city.			
Strategy 1. As an expansion of the traffic calming program, create a "Walkable Intersection Program" as a cooperative effort between the City of Asheville and NCDOT. Intersections will be evaluated for changes in geometric design, signalization, signs, and markings that will benefit pedestrians.	Engineering	Ongoing	Though there is no program like a "Walkable Intersection Program," the engineering department will evaluate and develop an action plan for intersections on a reactive basis.
Strategy 2. Create pedestrian oriented zones throughout the City in tandem with urban villages and concentrated areas of development. Link the pedestrian oriented zones through attractive and usable pedestrian and bicycle facilities.	Engineering Planning and Development	Ongoing	The engineering department attempts to incorporate this strategy into their practices, however they are limited by the few Urban Villages that are actually being developed.
Strategy 3. Pedestrian zones and identified pedestrian-thoroughfares should be incorporated into long-range transportation plans, and addressed during roadway facilities planning.	Engineering	Ongoing	Examples of the implementation of this strategy include: the widening of Brevard Rd from the Farmer's Market to I-26 which included putting in a sidewalk that the City paid 40 percent of the cost. The same arrangement happened with the expansion of Long Shoals Rd from. The City now maintains both sidewalks.

Strategy 4. Greenways and other identified bicycle facility needs should be constructed in conjunction with roadway improvement projects. The Asheville Greenway Master Plan should be referenced in the planning of transportation improvements, and greenway right-of-way purchase and construction should be integrated into the process of roadway design and construction.	Public Works Engineering Parks and Recreation	Ongoing	Currently, greenways happen as stand-alone projects, but not as a part of roadway improvement projects. As for the bicycle lanes, in the past the DOT has made bicycle lanes by simply expanding the outer lane of a roadway. However, as a part of the waterline project on Lexington Ave, the engineering department actually redid the road markings to incorporate a bicycle lane.
Strategy 5. Adopt land use strategies and site design standards that encourage bicycling and walking.	Planning and Development Transportation	Ongoing	Development of urban zoning districts has helped encourage bicycling and walking. Other ways this strategy is being pursued: Greenway Master Plan, Sidewalk plan, Pedestrian Thoroughfare plan.
Strategy 6. Implement the Greenway Master Plan and the Pedestrian Thoroughfare Plan using public funds, grant monies and privately raised dollars by the Parks and Greenway Foundation.	Parks and Recreation Engineering	Ongoing	Do on a regular basis for sidewalks, typically giving those costs to the developer and having them either pay to build the sidewalk or paying a fee-in-lieu.
Goal III. Maximize the efficiency of the existing transportation system through targeted, cost-effective improvements.			
Strategy 1. Upgrade the traffic signals in Asheville to create a state of the art coordinated system.	Engineering	Ongoing	Working with Buncombe County, City officials secured funding for a 13 million dollar plan to redo traffic signals across Buncombe County. Two million of this allocation has already been spent to replace more than 40 traffic signals along Hendersonville Rd and College St/Patton Ave.
Strategy 2. Pursue targeted capacity improvements at intersections to improve traffic flow, with particular emphasis on turning lanes and creative solutions such as roundabouts.	Engineering	Ongoing	Roundabout installed on College Street next to the City and County buildings. Signalling improved in Oakley area. City Council gave the Engineering Department a small pool of money to complete small projects such as these.

Strategy 3. Access management should be an integral part of preserving traffic capacity and improving pedestrian environments. Roadway improvements should always include access management strategies. Retrofit access management programs should be developed and implemented.	Engineering Planning and Development	2003-2005	Because of legislation that gives certain rights to property owners, it's hard to limit the number of access points to development sites, which takes limits possibilities for a site's development. However, this was not done within the timeline or with focus groups, as suggested by the original matrix.
Strategy 4. Updates to the area Long Range Transportation Plan should include a strong Travel Demand Management component.	Engineering	Ongoing	Unaware if any actions have been taken.
Goal IV. Increase the level of investment in the transportation system to support economic development and promote quality of life.			
Strategy 1. Pursue a local funding source to support a variety of transportation improvements such as roadway and intersection improvements, greenways, sidewalks, streetscape improvements, and transit enhancements. Explore funding options that will equitably distribute the burden among those who use the transportation system.	Engineering Transit Public Works	Ongoing	Attempts have been made to create this local funding source but nothing is currently on the table. Example: there is no sales tax or property tax dedicated to a fund for these types of improvements, nor are there any currently proposed taxes.
Strategy 2. Agressively pursue local, state and national funding sources to implement the Asheville Pedestrian Thoroughfare Plan and Asheville Greenways Master Plan.	Engineering Transit Public Works Parks and Recreation	Ongoing	The City largely pursues outside funding through the grant process. Staff are still aggressively pursuing grants, especially available stimulus funds.
Goal V. Develop a network of highways and thoroughfares that serves the long-range needs of the City of Asheville and the surrounding region.			
Strategy 1. Based on the long-range street classification plan, implement a program for right-of-way protection, and right-of-way dedication as a part of the development review process.	Engineering Planning and Development	Ongoing	Do not have a long-range street classification plan, or a program implemented for right-of-way protection. However, Engineering does attempt to work with Planning and Development on the development review process.

Strategy 2. As needed roadway improvements are identified, make design-related decisions early in the process.	Engineering Planning and Development	Ongoing	City staff does this as an ongoing process as they review each project.
Strategy 3. Modify the Asheville subdivision regulations to require street connectivity and street stubs to adjacent property.	Engineering Planning and Development	2003-2004	Though the Engineering department tries to meet the needs for connectivity for all subdivisions, Asheville's geography (and that of the surrounding areas) sometimes makes cul-de-sacs and deadends necessary. The City has made a stand, and so far kept it, that there will be no gated communities within City limits.
Strategy 4. Develop a plan for the future of I-240 through Downtown Asheville that will address projected traffic volumes, and provide good access to downtown and surrounding neighborhoods. This plan should create a highway corridor with minimal impact on the urban environment. The plan should look for ways to "bury" or "hide" the highway and create opportunities for urban scale development and parks that will link Downtown with surrounding neighborhoods and business districts.	Engineering Planning and Development	2004-2005	Part of this is being done as a result of the I-26 connector, but it was not addressed during the timeline or with focus groups.
Goal VI. Develop a transit system that is capable of meeting the needs of all residents of and visitors to the region.			Now in the process of developing transit master plan which will address many of these strategies.
Strategy 1. Promote a land use policy that is supportive of transit service, such as Urban Villages and nodal pedestrian-oriented development.	Planning and Development Transit	Ongoing	City staff does this, one example being the new Biltmore Town Centre.
Strategy 2. Expand service hours and frequency of service.	Transit	Ongoing	There are now six evening bus routes that serve various geographic regions within the city. Since 2002 the City has begun service to Black Mountain, Weaverville, and Warren Wilson College.

Strategy 3. Provide service to the greatest possible number of households within the service area, with emphasis on those not possessing automobiles, blind and other partially impaired people, the elderly, tourists, environmentally conscious people, and other markets as they appear.	Transit	Ongoing	In order to fulfill both this strategy and the overall goal, the City would need to provide 15 minute frequency on core routes; have a distinct perception change, which would include an increase in marketing and a creation of a different "brand"; and an extended sidewalk network.
Strategy 4. Expand inter-city service to Hendersonville, Black Mountain, Weaverville, Mars Hill, and Sylva.	Transit	Ongoing	There are currently bus routes that serve the Weaverville and Black Mountain townships.
Strategy 5. Upgrade and expand amenities at the transit center and bus stops, including system maps, information systems, benches, and shelters.	Transit	Ongoing	Have done some of all of this, but more is needed. The Transit Master Plan will address these issues.
Strategy 6. Develop a multimodal approach to transit service, including integration with the train station when passenger rail operations begin in Asheville.	Transit Planning and Development Engineering Economic Development Office	Ongoing - no passenger rail service so far	The lack of physical infrastructure, such as sidewalks and bike lanes impede this strategy. Strides have still been made. For example, there is now a "Strive Not to Drive" program, encouraging the use of alternative transportation; a Y-Pass, which allows bike commuters to shower at the YMCA before heading to work; each bus has a three-bike rack, increased from the standard two-bike rack that existed in 2002; and the City has recently installed bike racks and lockers around the Downtown area.
Strategy 7. Increase community knowledge of the transit system through marketing.	Transit	Ongoing	There is no marketing budget for the Transit Department. Though the buses have ads and wraps, those are for primarily external advertising, not internal usage.

Strategy 8. Locate and implement informal park and ride areas.	Transit	Ongoing	There are now three informal park and ride areas: near the airport, north of Weaverville, and Haywood County. There are also local "Hop and Ride" locations: Goodwill on Patton Ave., Biltmore Square Mall, and Mars Hill. Currently there is no marketing for these programs and there is room for improvement.
Strategy 9. Expand access to outlying recreational facilities in the Asheville area.	Transit	Ongoing	Service to Carrier Park is called for in the Transit Master Plan. Service to the other recreational services has happened but not in a clear way. For example, there are three buses that go near the Nature Center, but these might be discontinued because of a lack of ridership.
Strategy 10. Continue to upgrade and expand pedestrian and bicycle facilities and services consequential to the use of the Asheville Transit System.	Engineering Transit	Ongoing	As referenced above, the Transit Department has added bike racks and lockers around the Downtown area. In addition, the Transit Department has developed a Bike Master Plan, to be carried out, in part, by funding obtained in the stimulus package.
Goal VII. Provide viable passenger rail service to Asheville and western North Carolina.			
Strategy 1. The City should continue to work with NCDOT, Norfolk-Southern Railway, and other agencies and individuals in the development of a passenger rail station at Biltmore Station.	Economic Development Office	Ongoing	With the help of the Department of Transportation, the City has acquired land in Biltmore Village for the construction of a station if rail service does come to Asheville.
Strategy 2. Develop the passenger rail station as a multi-modal hub where people will be able to transition from inter-city travel by rail to intra-city travel by bus, by car, by bike, and on foot.	Economic Development Office Engineering Transit Planning and Development	Ongoing	Will be incorporated during the construction phase of the project, if it occurs.
Strategy 3. Construction of the rail station should accommodate a bus transfer facility.	Economic Development Office Transit	2005-2006	Will be incorporated during the construction phase of the project, if it occurs.
Strategy 4. Construct a pedestrian crossing over the railroad tracks to link Biltmore Station with Biltmore Village.	Engineering	2005-2006	Will be incorporated during the construction phase of the project, if it occurs.

Strategy 5. Implement roadway and traffic signal improvements on Biltmore Avenue, Thompson Street, Decatur Street, and Elliot Street as needed to accommodate traffic generated by the passenger rail station.	Engineering	Ongoing	Will be incorporated during the construction phase of the project, if it occurs.
---	--------------------	---------	--

Goal VIII. Support improving transportation access to and from the airport.			
Strategy 1. Work toward improving multimodal transportation access, primarily taxicab and public transit transportation.	Transit	Ongoing	There are five businesses participating in the passport program, in which the employer distributes free transit passes to their employees. This program also includes the guaranteed rides home program, which ensures a free taxi ride home if the employee took alternative transportation and an emergency occurs at home.
Strategy 2. Examine the Airport's need for an additional interstate interchange in the Glen Bridge Road area.	Engineering	2003-2004	Unaware if any progress has been taken on this strategy. The NCDOT has examined the area, but the results of their study is unknown. The final decision would rest with the NCDOT and the Federal Highway Association.
Goal IX. Support the growth of the Asheville Regional Airport consistent with the general aviation and commercial air traffic demands as well as the operational needs of the Airport.			
Strategy 1. Examine zoning requirements in the vicinity of the Airport to ensure that incompatible uses are prohibited; expand annexation efforts to bring more of this area under City of Asheville zoning jurisdiction as a means of implementing this strategy.	Planning and Development	2003-2004; ongoing	The City just recently annexed portions of Airport Rd. The City is working with the airport to develop an Airport overlay zoning district allowing them to approve projects on their own.
Strategy 2. Support Airport Authority plans to insure adequate space for future growth.	Planning and Development	Ongoing	Doing so.